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UNITED NATIONS DEVELOPMENT PROGRAMME

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APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF
BRAZIL

IPF: (1992-1996) $ 14 180 000

(BRA/90/030) - Management Restructuring and Human Resource Development of the Federal Data Processing Service (SERPRO)

Date of approval by the AC:[1]	22 January 1992
Expected duration:	Two years
Proposed executing agency:	Government
Government implementing agency:	SERPRO
Proposed UNDP contribution:	nil
Government cost sharing:	$ 1 456 300 Source of funds: IPF
Previous UNDP contribution:	$ 728 100
Total UNDP budget:	$ 2 184 400

Project background

The Federal Data Processing Service (SERPRO) was created in 1964 as a public enterprise of Brazil under the authority of the Ministry of Economy, Finance and Planning. This enterprise was established to provide information and data processing services to the public administration at federal, state and municipal levels. At present, SERPRO provides services to the Ministry of Economy, Finance and Planning and a variety of state agencies that include the Federal Revenue Department, the National Treasury Department, the Ministry of Justice, the Electoral System, the National Planning Secretariat, the Housing and Community Action Secretariat and the National Fund for the Development of Education.

During the last 15 years the demand for information and data processing services increased considerably; and SERPRO adjusted its organization to provide the required services. However, this unplanned expansion and diversification has led to the present situation where the enterprise is unable to deliver its services effectively. The management of SERPRO has identified the following areas for immediate improvement: an excessively centralized management and organizational structure with inefficient use of human and material resources; low level of automation and lack of technological innovation that has had serious implications on the quality and costs of the services provided by SERPRO; inability to meet adequately the demand for services; and absence of quality control and evaluation systems. In 1990, the Government of Brazil requested UNDP support to formulate and carry out a technical assistance project to strengthen SERPRO according to the Government's directives of rationalization and modernization of the federal administration.

[1] This Fact Sheet reflects the status of the project/revision at the time it was approved by the Action Committee; modifications to the project/revision may have occurred subsequently.

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The project has been in operation for over a year and has achieved important results, such as the definition of SERPRO's management and organizational structure, the design and implementation of a performance evaluation system, the design and implementation of a management system, a partial implementation of an automated productive process, the initial formulation of a technological policy for the enterprise and the formulation and initial implementation of a human resource development policy.

At the end of 1991, the Government requested UNDP assistance to expand the scope of the project in order to consolidate the results achieved in the first year of operations and to formulate and implement a "Total Quality" philosophy in SERPRO.

Description of project

The proposed project revision will contribute to the actions described in the first and fifth concentration areas of the Fifth Country Programme which are the development of education, science and technology and the modernization of the state.

The immediate objectives of the project are to :(a) improve services rendered to present customers of SERPRO; (b) follow up modern technologies and internalization of technologies required for the improvement of services; (c) design and implement a human resource development policy; and (d) formulate and implement a quality and productivity philosophy in the company, though the introduction of the "Total Quality" philosophy in the company.

Inputs

UNDP will provide 61.5 work-months of international and national professional personnel in organization and management (6.5 work-months), human resource development (12 work-months), modern technologies (14 work-months), modernization of production (12 work-months), and miscellaneous consultants (17 work-months); subcontracts for implementation of output oriented management, implementation of a performance evaluation system, implementation of management systems, implementation of a commercial policy, implementation of a cost system, implementation of a communications system, formulation of a technological policy, implementation of a human resource development policy, definition and implementation of a total quality control model ; group training programmes and in-service training for 3,000 technical and administrative staff in the new management systems, technological innovation, and the total quality system; equipment for computerized information systems and training activities; and travel, mission, reporting and sundry costs.

Financial data

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Personnel	301 700
Subcontract	670 000
Training	394 600
Equipment	60 000
Miscellaneous	30 000
Total	1 456 300

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